



DFSS's Commitment to Outcomes

Update: January 2021

1. **Department Overview**
2. **Commitment to Outcomes**
3. **Operationalizing Equity**



OUR MISSION

Working with community partners, we connect Chicago residents and families to resources that **build** stability, **support** their well-being, and **empower** them to thrive

OUR PRIORITIES

Deliver and support high quality, innovative, and comprehensive services that empower clients to thrive

Collaborate with community partners, sister agencies, and public officials on programs and policies that improve Chicagoans' lives and advance systemic change

Inform the public of resources available to them through DFSS and its community partners

Steward DFSS' resources responsibly and effectively

- DFSS is one of the largest social service funders in Chicago
- Serves over 300,000 vulnerable Chicagoans each year with community partners
- Stewards a \$585 million budget (\$377 million recurring Federal and State grants; \$105 million in COVID-19 grants; \$103 million City)
- Provides funding to 360 community-based organizations (delegate agencies); issues over 1,600 contracts (grants); and invests \$349 million into Chicago communities each year
- Provides direct services through six Community Service Centers and six Regional Senior Centers (individuals are assessed and receive in-person assistance by DFSS staff)

1. Department Overview // Program Divisions

Children Services

What

- Early Head Start
- Head Start
- Child care
- Preschool

How

- Community-based early learning sites

Division on Domestic Violence

What

- 24/7 DV hotline
- Legal counseling & advocacy

How

- Counseling providers
- Legal advocates

Homeless Services

What

- Prevention
- Outreach & shelter
- Housing supports
- System coordination

How

- Service providers
- Call center

Human Services

What

- Case management
- Referrals to services
- Public benefits assessment

How

- Community Service Centers with DFSS staffing
- Service providers

Senior Services

What

- Meals on Wheels
- Caregiving
- In-home care

How

- Senior Centers staffed by DFSS employees
- Service providers

Workforce Services

What

- Job training & placement
- Connection to supports
- Employer engagement

How

- Job training providers
- Community Re-Entry Support Centers

Youth Services

What

- One Summer Chicago
- Out of School Time
- Services for youth with complex needs

How

- Afterschool programs
- Mentoring



In 2016, the Commitment to Outcomes was launched in response to concerns raised by staff during department-wide listening sessions:

- Social service funding is generally flat or decreasing, while DFSS's constituents, and the need for services, are increasing
- It is essential to minimize organizational and leadership silos and expand our ability to prioritize resources

To help prioritize resources and provide coordinated service delivery, DFSS must:

- ☐ Clearly describe, measure, and report on the outcomes it wants to achieve
- ☐ Use these outcomes to drive decisions around programming, funding, and collaborations
- ☐ Adopt effective internal practices to coordinate across program areas

At its heart,
DFSS's commitment to
outcomes is about
better results
for vulnerable Chicagoans

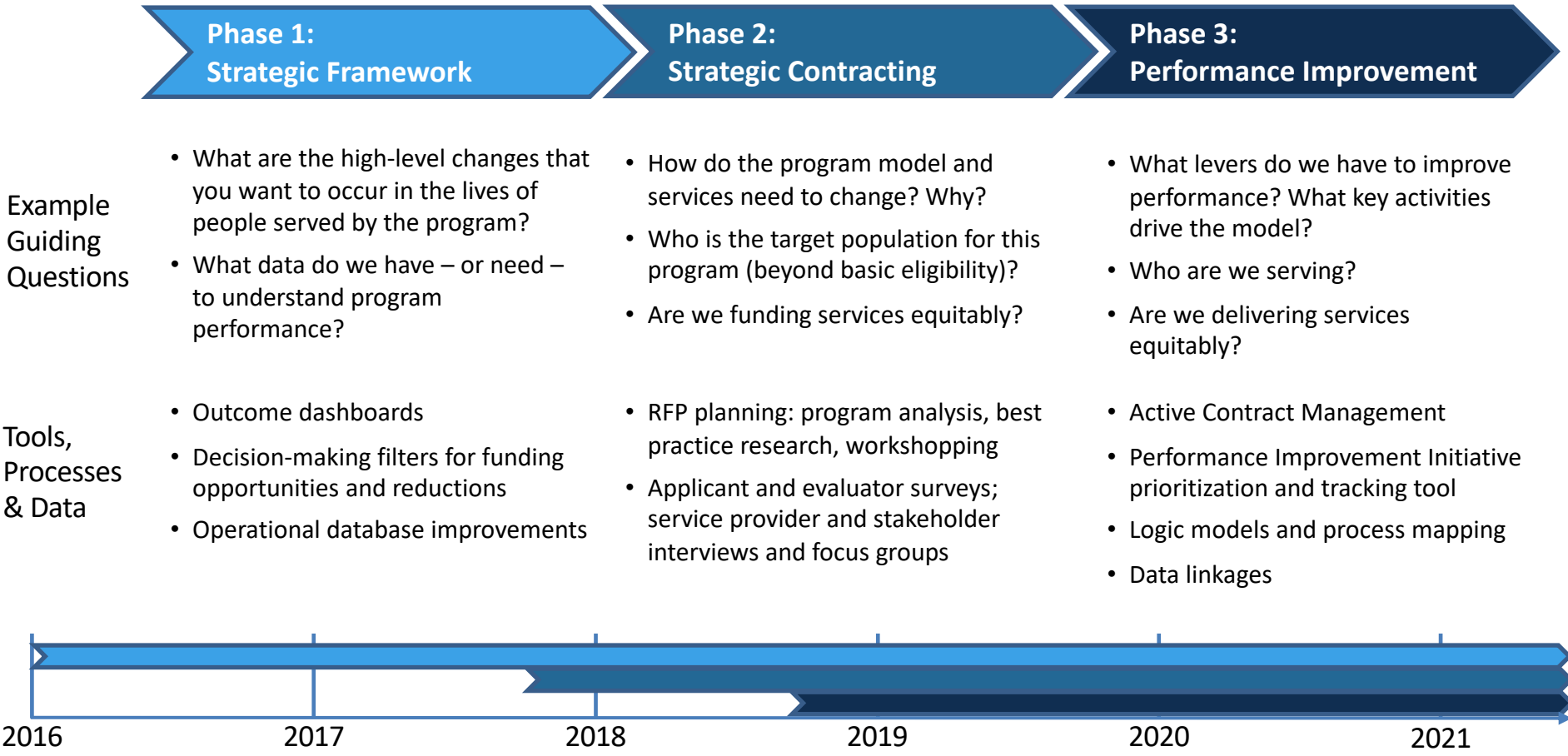
2. Commitment to Outcomes // Overview

The goal of DFSS's Commitment to Outcomes is to achieve better results for vulnerable Chicagoans

It is built upon a Strategic Framework, with process improvements scaffolded over time



The Commitment to Outcomes is driven by guiding questions, new processes and tools, and improved data capacity and use



The foundation of the Strategic Framework is understanding the difference between outputs and outcomes

Output Metrics (Lead Indicators)		Outcome Metrics
<i>Description</i>	<ul style="list-style-type: none">• Early warning signs indicating if a program is on track to achieve its ultimate results• Measure quantity and efficiency	<ul style="list-style-type: none">• Ultimate results a program aims to achieve (for clients)• Measure impact and quality
<i>Benefits</i>	<ul style="list-style-type: none">• Can be early proxy measure for results• Often faster to observe or easier to measure than results• Sometimes necessary to make sure data available for other metrics	<ul style="list-style-type: none">• Explicitly linked to the purpose of the program• Can capture whether program has lasting impact
<i>Weaknesses</i>	<ul style="list-style-type: none">• Alone, rarely offer insight into efficacy/opportunities for improvement• May be misleading because never perfectly predict results	<ul style="list-style-type: none">• Often time delayed• May require matching data to other systems
<i>Examples</i>	<ul style="list-style-type: none">• Proportion of people who graduate job training• Percentage of client data entered into a system• Time from child referral to when services begin	<ul style="list-style-type: none">• Wages 1 year after training completion• Recidivism post release from prison• Child removals after stabilization services

Refreshed DFSS’s overall mission and priorities with stakeholder input

Set division-level outcome goals in line with DFSS priorities

Started to “live into” framework internally



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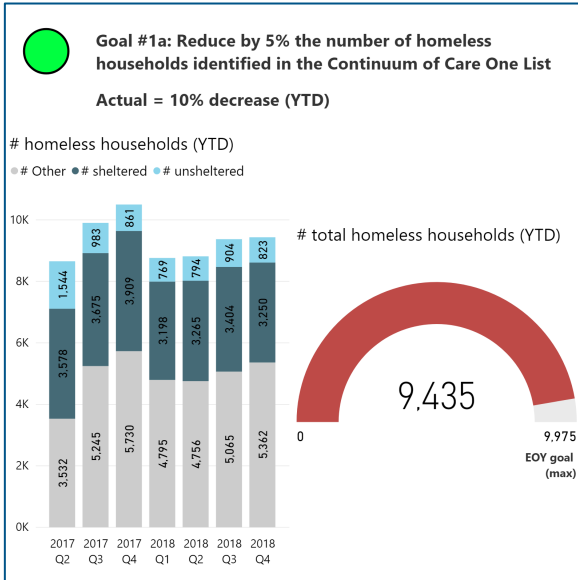
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Steward DFSS’ resources responsibly and effectively



- 1 Measuring, reporting on, and refreshing priorities and goals
- 2 Making decisions
- 3 Driving collaboration

DFSS's work is largely delivered by grantees – to achieve results, priorities and goals must be integrated into results-driven requests for proposals (RFPs) and contracts



2. Commitment to Outcomes // Phase 2: Strategic Contracting

The RFP development process was revamped to allow for strategic planning and results-driven contracting

	Strategic Planning for RFP Success	Results-Driven Contracting (Writing an Effective RFP)	Applicant Engagement & Support / Evaluation Prep
Overview	Defining division needs, target population, what success looks like for each contract. Readyng the delegate agency community for new outcomes expectations.	Developing results-focused RFPs that solicit innovative, evidence-based solutions. Using contracts to orient delegate agencies towards clear outcome metrics.	Conducting outreach to potential applicants, providing training, and preparing for evaluation and awards.
Objectives	<p>Strategic Planning and Research includes:</p> <ul style="list-style-type: none"> • Set goals and and identify what needs to change • Understand potential solutions to address goals and needs • Involve the delegate community and other stakeholders 	<p>Results-driven RFPs and contracts should be crafted, not drafted, to:</p> <ul style="list-style-type: none"> • Advance strategic priorities • Encourage innovation • Prepare for collaborating with delegate agencies to improve performance 	<p>Increase pool of potential applicants and ensure that agencies are well-informed and prepared to complete the application process.</p> <p>Secure appropriate and sufficient evaluators and provide training to effectively score proposals.</p>
Tools	<ul style="list-style-type: none"> ✓ Guiding questions for strategic planning ✓ Information-gathering toolbox ✓ Assumption-Buster Workshop ✓ Program checklist 	<ul style="list-style-type: none"> ✓ Guiding questions for results-driven contracting ✓ RFP template (narrative) ✓ Evaluation template (application questions/scoring guidance) 	<ul style="list-style-type: none"> ✓ Email template ✓ Webinar template
Trainings for key staff and leadership team			

2. Commitment to Outcomes // Phase 2: Strategic Contracting

***Refreshed RFP
focus on shared outcome
goals rather than activities***



***Updated selection criteria
to reflect our focus on
results and best practices***

- 1** Strength of proposed program
- 2** Performance management and outcomes
- 3** Organizational capacity
- 4** Reasonable costs, budget justification, and leverage of funds

***Revised application
questions to help DFSS make
more informed decisions***

Example questions

“What are the challenges and critical needs facing your intended client population?”

“Describe the evidence base and/or best practices that support the proposed program.”

“Please tell us about a time your agency made a programmatic or organizational change based on data collected.”

2. Commitment to Outcomes // Phase 2: Strategic Contracting

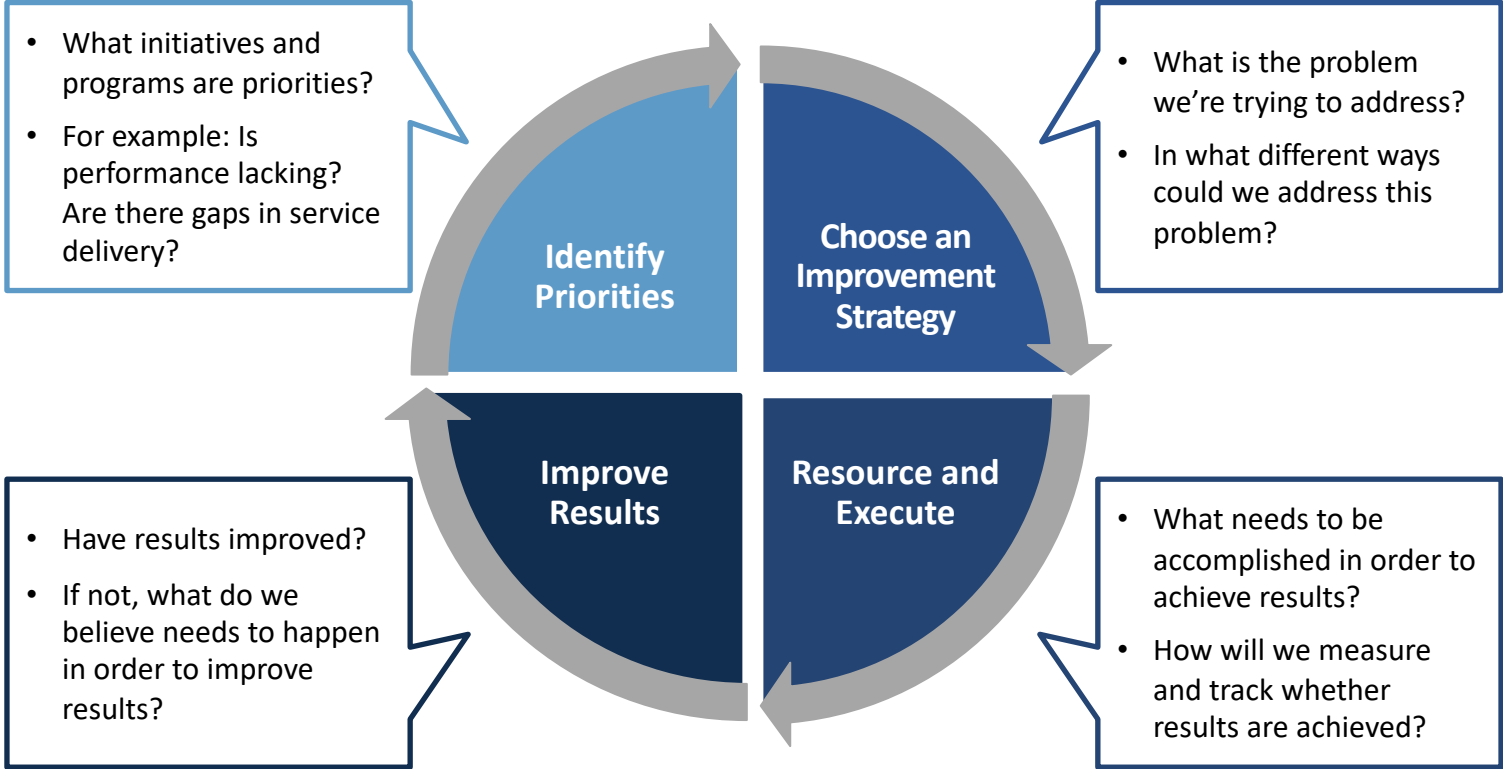
By the end of 2020, all existing DFSS RFPs had undergone the new development process*

Program Name	Program Division
Chicago Early Learning Support Services	Children Services
Head Start Bus Service/Transportation	Children Services
Chicago Early Learning Community-Based Programs	Children Services
Counseling and Legal Advocacy Services for Victims of Domestic Violence	Domestic Violence Services
Legal Services for Victims of Domestic Violence	DV Services
Multi-Disciplinary Team Services for Victims of DV	DV Services
Resource and Information Advocacy Services for Victims of Domestic Violence	DV Services
Supervised Visitation and Safe Exchange for Victims of Domestic Violence	DV Services
Coordinated Entry	Homeless Services
FUSE: Frequent Users Service Engagement	Homeless Services
Homeless Prevention Assistance Program	Homeless Services
Mobile Crisis Response and Shelter Referral	Homeless Services
Outreach & Engagement	Homeless Services
Permanent Supportive Housing Support Services including Safe Havens	Homeless Services
Rapid Rehousing (Program Coordinator)	Homeless Services
Rental Assistance Program Manager	Homeless Services
Shelter	Homeless Services
Youth Intentional Housing Supports	Homeless Services
Flexible Housing Pool	Homeless Services
Emergency Food Assistance for At-Risk Populations	Human Services
Public Benefits Outreach and Enrollment	Human Services
Tax Preparation Assistance	Human Services

Program Name	Program Division
Legal Services	Senior Services
Intensive Case Advocacy and Support for Vulnerable Older Adults	Senior Services
Caregiver Respite Services	Senior Services
Caregiver Counseling and Support Services	Senior Services
Home Delivered Meals	Senior Services
Health and Wellness Promotion	Senior Services
Caregiver Chore Services	Senior Services
Grandparents and Older Relatives Raising Grandchildren	Senior Services
Satellite Centers	Senior Services
Ombudsman	Senior Services
Community Re-Entry Support Center Program	Workforce Services
Employment Preparation and Placement Program	Workforce Services
Industry-Specific Training and Placement Program	Workforce Services
Transitional Jobs Program	Workforce Services
Service Coordination and Navigation (SCaN)	Youth Services
One Summer Chicago – Chicagobility	Youth Services
One Summer Chicago – OSC Plus	Youth Services
One Summer Chicago – SYEP	Youth Services
Youth CHA	Youth Services
Enrichment	Youth Services
Mentoring	Youth Services

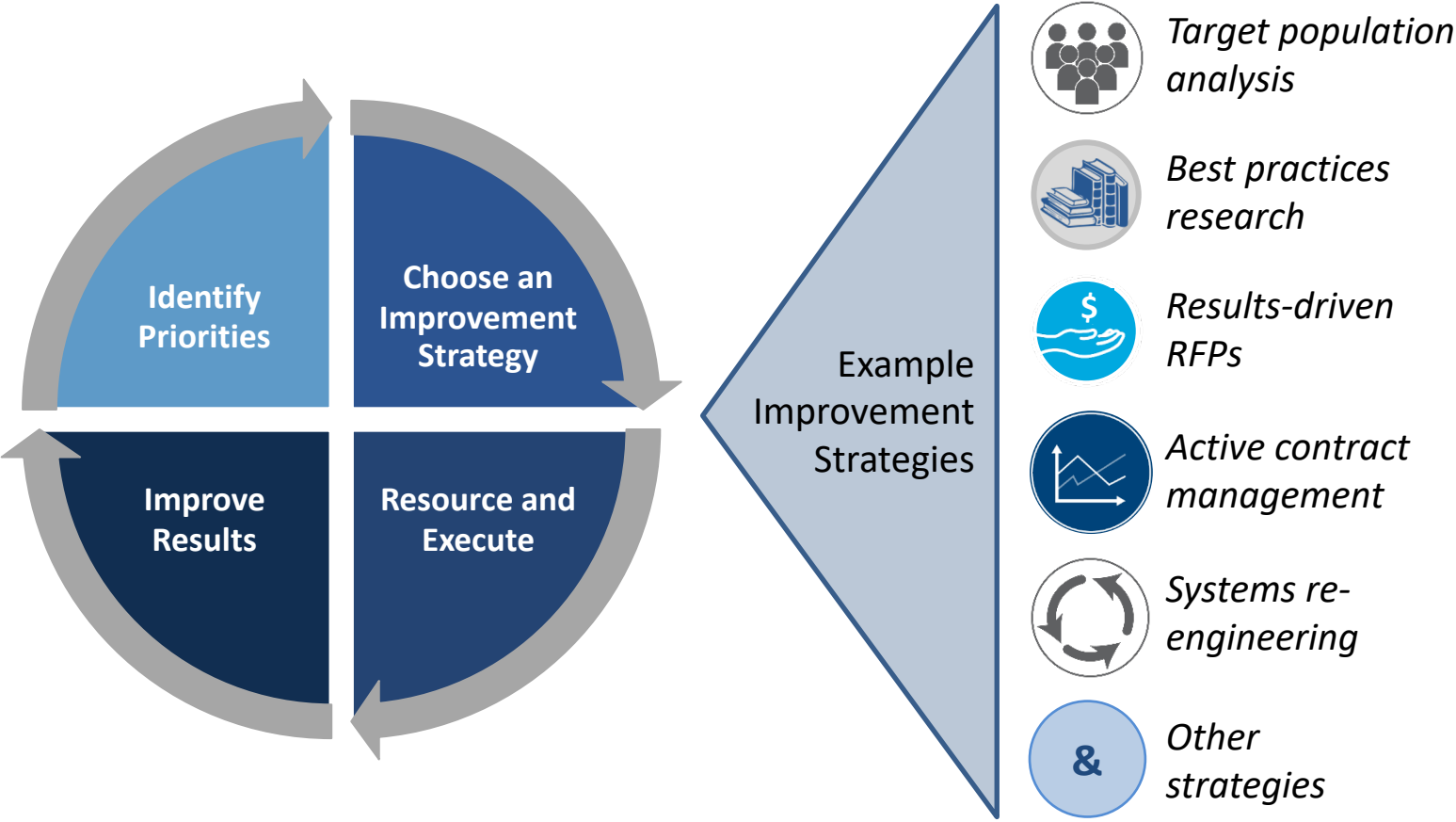
*not all RFPs had been released by the end of 2020

2. Commitment to Outcomes // Phase 3: Performance Improvement



Strengthen links in our process to help prioritize, resource, and drive action and improvement

Selecting potential improvement strategies to match the need



Active Contract Management

- Regularly and proactively collaborating with delegate agencies to improve outcomes
- Using real-time data to understand current performance, monitor progress, and quickly identify trends and troubleshoot problems
- Identifying opportunities to improve service delivery systems and share best practices across delegate agencies
- Improving regular communication through “feedback loops” about performance between DFSS and delegate agencies

Data			Insights			Action		
Identify key dashboard metrics and in-depth analysis opportunities to effectively monitor progress toward outcomes			➡			Uncover patterns in the data that reveal what is and is not working. Ask operationally-oriented questions to keep learning what’s driving those patterns		
			➡			Connect insights to concrete action steps and follow-up mechanisms to remediate problems and scale effective practices		

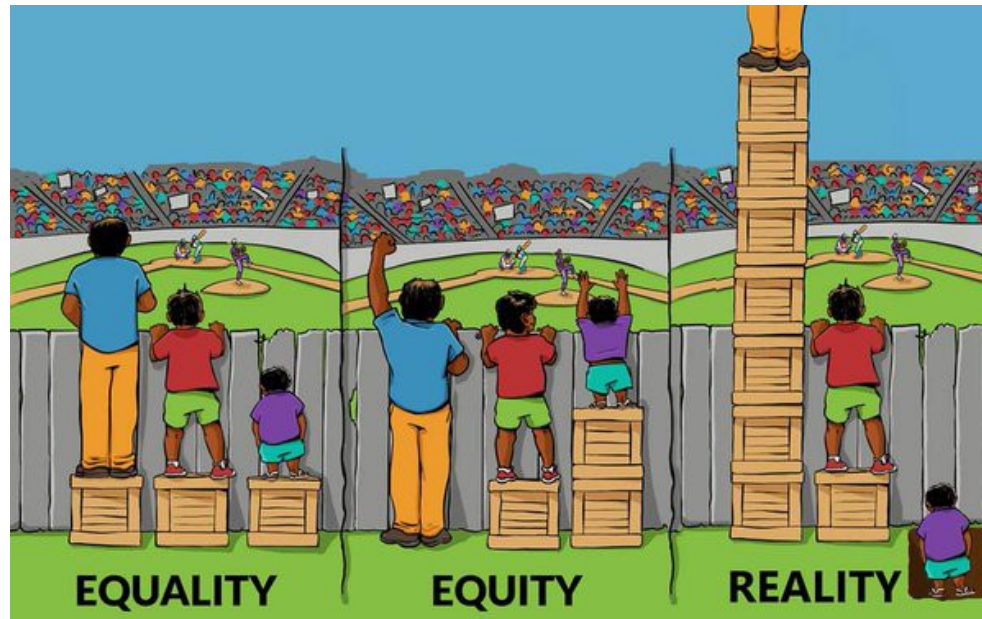
★ What is Racial Equity?

(outcome)

- Racial equity is when race no longer determines one's socioeconomic outcomes; everyone has what they need to thrive, no matter who they are or where they live.

(process)

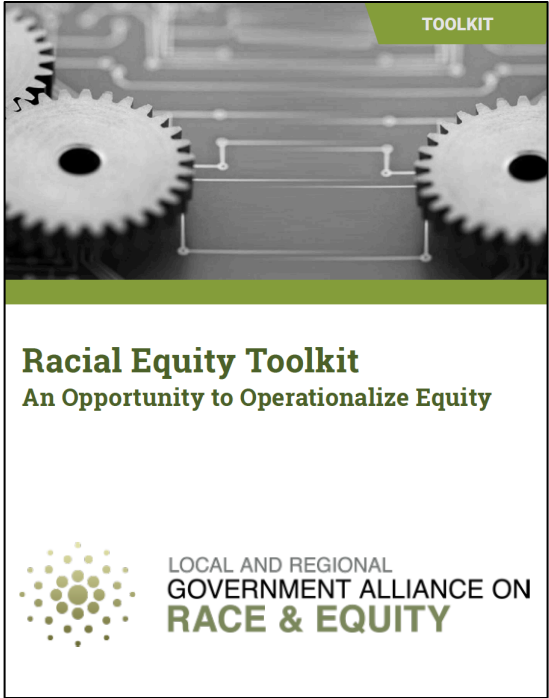
- Racial equity is when those most impacted by racial inequity are centered and meaningfully involved in the planning and design of policies and practices that impact their lives.



3. Operationalizing Equity // Funding (RFPs)

DFSS is currently focused on three primary opportunities for integrating equity goals into the RFP process

Tools to shape development of program model and service delivery



New application questions to assess agency’s service approach

Example questions

How does your agency reflect and engage the diverse people and experiences of the communities it serves (e.g., board, leadership)?

“Please describe how client feedback and/or input is incorporated into your service delivery.”

What organizational competencies, capabilities and/or infrastructure has your agency developed to serve your intended target population?

Surveys to learn about applicant’s experience responding to RFPs

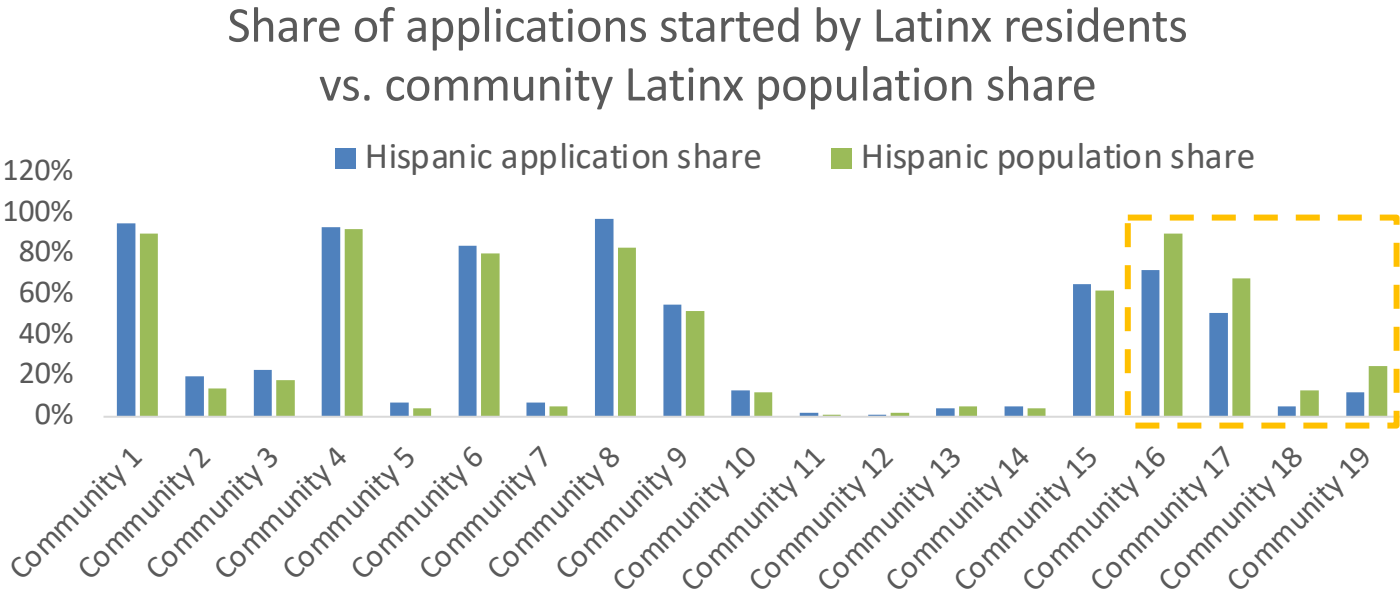
- 1 Agency size, previous City funding, and staff capacity
- 2 Opportunity to provide creative solutions
- 3 Quality of application resources and supports
- 4 “Usability” of application system

3. Operationalizing Equity // Service Delivery

DFSS applied Active Contract Management techniques to drive equity goals for the Rental Assistance Program

1. Use live program data to identify gaps and monitor progress

Simulated Data



2. Develop and test strategies to improve equity goal

Increase application share by:
Better engaging the target population +
Simplifying the application process

- Interview on-the-ground stakeholders
- Deploy new, targeted outreach strategies
- Develop accessible instructions in multiple languages
- Clearly communicate program rules



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